

The following charts are intended to show the process drivers for each of the DCMC performance metrics. The lists at this point in time are our initial effort at defining those drivers and in providing a relative ranking of the “impact” those drivers have on the applicable metric and the degree of “influence/control” we have over that driver. The product impact x influence = where we should logically concentrate our improvement efforts/resources. The lists and the factors weighting them need further refinement and we will accomplish that with joint effort between HQ and District/CAO people at the Group Leaders’ Conference.



Right Advice

ASP & RFP Participation

Cumulative # Instances

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Command Emphasis	10	10
Lessons Learned Gathering & Dissemination	7	10
Policy/Infrastructure	7	10
Customer Receptiveness	10	3



Right Advice

ASP & RFP Participation - Repeat Business

Cumulative # Instances

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Command Emphasis	10	10
Lessons Learned Gathering & Dissemination	10	10
Policy/Infrastructure	7	10
Customer Receptiveness	7	3



Right Advice Metric

Percentage of Software Recommendations Adopted

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Training (Software Professional Development Program) of s/w surveillance workforce	10	10
Time (in relation to Number & Quality of Recommendations generated) spent on s/w surveillance	5	10



Right Advice

CAL

% Contractors on the CAL

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
65% Delivery Rate	10	5
Level III/IV CAR	10	10
Negative PAS	10	5

97-X.X.X.X



Right Advice

SPI - Processes Modified/Processes Submitted

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
ACO facilities review of process	3	3
ACO gathers positions from customers	3	3
Agreement of customers	6	3
Technical feasibility	10	3
Potential cost savings	10	3
Long term implementation effects	10	3
Promoting SPI	6	10

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Right Advice

Preaward Survey Timeliness

Surveys Complete On-Time/# Surveys

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Mail	10	0
Need Date	10	10
Complexity	5	10
PASM Availability	3	5

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Right Advice

Reduction in the Amount of DoD Property

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Customer Decisions to Provide Property	10	3
Effectiveness of Property Administration		
• Utilization Reviews	3	10
• Acquisition Reviews	2	8



Right Advice

Percent of Property Reported Excess

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Effectiveness of Contractors' Property Control Systems	10	5
Effectiveness of Utilization Reviews	5	10
Customer Disposal/Retention Decisions	2	1



Right Efficiency

Contract Closeout - Overage Contracts w & w/o Canceling Funds

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Awaiting final overhead rates	10	10
Awaiting final invoice	5	8
Awaiting final payment for reasons including posting errors, and not enough of the correct FY funds	4	6
Awaiting final audit results	3	6



Right Efficiency

Termination Actions - Overage Dockets

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Protracted Negotiations	10	10
Plant Clearance	5	10
Unilateral/final decisions	5	7
Late proposals	3	3



Right Efficiency

Contractors with C/SCSC Joint Agreements

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Contractors with C/S Requirements	3	3
Contractors with Joint Agreements	10	10

96-1.1.1 (14)
97-1.2.3.5



Right Item

**Conforming Items - # Usable lab tested items
/ # of Items tested**

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Quality Planning/Process Control (contractor)	10	5
Production Planning (contractor)	10	5
Contractor Assessment (DCMC)	10	10
Contractor Surveillance (DCMC)	10	10
Contract Award (vendor selection)	7	3



Right Item

Design Defects - # Design Related ECPs and M/C W/Ds per 1K Contracts

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Lack of IPTs with Contractor	10	10
# of Requirements Undefined	10	6
Late Drawing Releases	7	6
Poor Design Integration	8	5
Lack of Manufacturing Capability	8	6
Recurring Major/Critical Waivers&Deviations	4	5

97-1.2.1.1



Right Item

First Pass Yield on First Articles PCO Approved 1st Articles / Total 1st Articles

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Contractor Capability	10	10
Product Nonconformances	8	8
Technical Requirements	8	8
Process Surveillance	5	10

97-X.X.X.X



Right Price

Return On Investment of 10 Percent over FY 96 Baseline

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Contracting Officer Price Neg	10	5
Final Overhead Rates	5	3
Product Noncompliances	5	8
Gov't Property Reutilization	3	5
Litigation	3	10
Others	3	3

97-1.2.3



Right Price

ROA on Property Reutilized and Sales Proceeds

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Effectiveness of Plant Clearance Process	10	10
Types and Condition of Property Reported	8	1
Effectiveness of Contractors' Property Control Systems	1	2

97-X.X.X.X



Right Price Negotiation Cycle Time

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Inadequate Proposals	10	10
Insufficient Funds	7	5
Ambiguous Statement of Work	7	5
No Forward Pricing Rates	7	10
Insufficient Staffing	5	10
??????????????????		

Will get some
insight from
Overage UCA
analysis

97-X.X.X.X



Right Price Overage UCAs On-Hand

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Late or Inadequate Proposals	10	10
Insufficient Funds	7	5
Awaiting GFP/Repairables	7	5
Design Changes being Processed	2	5
No Forward Pricing Rates	5	10
Insufficient Staffing	2	10

**Will know
for sure by
Feb '97**

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Right Price

FPRAs - # Completed/# Beneficial Segments

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
# and Value of Pricing Actions	5	.1
Regulations Requiring Proposal	5	1
Dynamic Business Base	5	.1
Consolidation of Industry	5	.1
ACO Negotiation Process	10	10



Right Price

Cost Overruns on Major Programs

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
C/S Contracts	3	8
Cost Overruns	10	10



Right Price

Amount of Loss, Damage, and Destruction

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Effectiveness of Contractors' Property Control Systems	10	5
Effectiveness of Property Administration Process	5	10
Amount/Type of Property Provided	1	3



Right Reception

Customer Satisfaction 4.1.1

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Establishing good relationships	10	4
Program Integrators	8	10
Program Support Team	6	8
Liaisons	3	10



Right Reception

Service Standards 4.1.3

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Number of staff	6	10
Support Techn./Infrastructure	8	10
Knowledge/Attitude of Admin staff	10	8
Knowledge/Attitude of Functional Experts	8	8



Right Reception Post Card Trailers

Process Drivers

*Relative Impact on
Top Level Metric*

*Relative Degree of
Influence/Control*

**The product characteristics that
we ask the recipient to rate.
Relative ranking when empirical
evidence available.**



Right Talent

Training Hours Per Employee per Year As Compared to Industry Benchmark

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Budget Constraints	10	4
Location of Training	3	7
Faulty Identification in IDPs	3	9
Timely Class - Information	4	8
Cancellation Due to Mission Constraints	3	7
Incorrect PLAS Reporting	3	9



Right Talent

DAWIA Certification Percentage

Number of employees certified/Total # of employees requiring DAWIA certification

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Availability of Classes	10	5
Lack of Required Education	8	3
Lack of Required Experience	8	3
IDP Shows Incorrect Priority Rating	3	10
Employee/supervisor Do Not Understand Requirements for Certification	6	6



Right Talent

IDP Courses Completed Percentage

Total # of courses Completed / Total # of courses listed in the IDP

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Knowledge of Required Courses When Developing IDP	9	10
Availability/cancellation of Projected Requirements	5	3
Supervisor Could Not Release Employee for Training Due to Workload	4	6
Employee Declines Due to Personal Reasons	5	9
Employee Declines Due to Training Location	5	6
Funding Constraints	9	5



Right Talent

DAU Quotas Usage Percentage

Number of employees graduated / Number of spaces originally allocated

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Not Enough Quotas Received to Meet Need	7	6
Faulty Identification of Course Requirements on IDP	5	6
Employee Not Notified Well in Advance for Planning Purposes	5	9
Supervisor Could Not Release Employee Because of Work Load	7	7
Employee Declines Due to Personal Reasons	6	7
Employee Declines Due to Training Location	4	8



Right Time

On Time Contractor Delivery

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Delay Forecast Coverage	0	1
Delay Forecast Timeliness	0	1
Delay Forecast Accuracy	0	1

Note: THESE METRICS DO NOT IMPACT THE TOP LEVEL METRIC
BUT THEY DO COMMUNICATE INFORMATION THAT THE
CUSTOMER DEEMS IMPORTANT. THESE METRICS PROVIDE
DIRECT SUPPORT TO THE *RIGHT ADVICE* TOP LEVEL METRIC



Right Time

% Contract Line Items Delivered to Original Delivery Schedule

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
Procurement Planning (Customer)	6	4
Solicitation and Award (Customer)	10	10
Solicitation Response (Contractor)	9	10
Production Planning (Contractor)	6	9
Production Management (Contractor)	4	4



Right Time

Customer Priority List

On-Time CPT Responses

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
# on CPL Requests	3	1
CAO CPL Process	7	10
Resources/Geography	10	6

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Right Time

Schedule Slippages on Major Programs

<i>Process Drivers</i>	<i>Relative Impact on Top Level Metric</i>	<i>Relative Degree of Influence/Control</i>
C/S Contracts	3	5
Schedule Variances	10	10